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ABSTRACT

The document is a sample of the library reports prepared by Iran's Fulbright librarians and as such was distributed widely in Iran by the U.S. Information Service. It is designed to guide Jundi Shahpour University Library development over a period of several years and demonstrates the application of modern western library science to the oldest university in the world. The report was requested by the University, but so far, only 20% of its recommendations have been carried out. The University has had three chancellors in the three years since the report was submitted, and this is a contributing reason for its lack of library progress. LI 004244 through 004264, and LI 004266 and 004267 are related.) (Author)

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UNIVERSITY OF TEHRAN
FACULTY OF EDUCATION
DEPARTMENT OF LIBRARY SCIENCE

RECOMMENDATIONS FOR THE DEVELOPMENT OF JUNDI SHAHPOUR UNIVERSITY LIBRARY SERVICES.

May 23, 1968

Dr. Torbat Mehra, Chancellor
Jundi Shapur University
Ahwaz, Iran.

[ERIC User Note: Best Copy Available.]

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Dear Dr. Mehra,

This report attempts to suggest guidelines for the future development of the Jundi Shapur University Library system and should be helpful for several years. The University has an unusual role to play in serving its entire province and should consider this role in carrying out library planning.

No aspect of the University is more important to both formal and informal educational programs than good library development. Modern universities are giving increasing attention to the development and expansion of their library systems as their research programs expand, their curricular dependence on library facilities increases, and a variety of recreational facilities is provided. However, this increasing emphasis has come about only after increased understanding of library use by students and faculty and their interest in improving the facilities they use frequently. Usually it is necessary for a university's faculty to appreciate the library's usefulness in their personal and professional lives before they begin to lead their students to it and to take advantage of improved service. So Jundi Shapur must urge its faculty to participate actively in library development and to gain a thorough understanding of library facilities and their use in teaching and learning. Otherwise, the Library will be an expensive "white elephant" which no one understands or uses, and money spent on it will be wasted.

This report assumes the University can locate the financial and personnel support to provide good library service. It supplements the excellent library report provided for the University in 1967 by Alice Lohrer, Fulbright Grantee, which should be read in conjunction with it. Also, it assumes the presence of a professional Director of Libraries who both understands its recommendations and how to carry them out and also has the ambition to do so. This report is divided into five sections: Organization and Administration; Quarters, Equipment, and Supplies; Service; Personnel and Finance; and Materials.

LI 004 265

Organization and Administration

1. The Library's purposes can be described in at least three ways:
   a. To provide complete information service to all University faculty and students.
   b. To make the world's printed literature readily available for use on relevant University teaching and research projects.
   c. To establish full library services for all University personnel and projects in keeping with the modern philosophy of the university library.
2. A Director of Libraries should be appointed who should have full authority and responsibility ~~and~~ for the entire Library system. All Library staff members should report to him. He should have had previous libraray administrative experience, should be a professional librarian with a Masters degree in Library Science, should be able to command the respect of faculty, administration and staff, and should be able to lead the Library program to full development in the future. With assistance from an Advisory Committee and his staff he should be capable of describing clearly the library policies he wishes to adopt, secure approval for them from the administration, and then establish the procedures to carry them out successfully.
3. An advisory faculty Library Committee should be appointed by Chancellor Mehra to advise the Director of Libraries and assist in liason with faculty members. While advisory only, this Committee should meet regularly, assist in building up the book and serial collections, help to build up their use, and enable the Library to realize its potential usefulness to the University. Committee members should be selected from among the most capable faculty members of several departments.
4. The President of the student body should appoint a student committee to work with the Director of Libraries in developing student realization of the Library's usefulness and in soliciting their suggestions for making it more valuable to them.
5. A policy and procedure manual covering the policies guiding the Library and the procedures to be followed in all areas of activity should be written so each staff member can understand his job completely, step by step. The manual should be kept up to date each month by the Director. Such a manual is of basic importance to successful library administration.
6. The problem of a centralized or decentralized library system should be

discussed here since it involves a major administrative decision. In a centralized system all University materials, reading rooms, staff and services are provided from one large central library building, and in a decentralized system each faculty and perhaps each of certain departments has its own library housing materials, staff, reading room, and services in its own faculty office and classroom building. In American libraries, for the past generation there has been a trend to consolidate the libraries of a university into one major building; often this requires pulling together all departmental libraries into the large and efficient service center.

In spite of the convenience of library service close at hand, in Iran most of the arguments on this subject favor centralization. In recent years universities as John Hopkins, Drexel, Georgia Tech, Florida State, Indiana, Iowa, and Nebraska have built new main libraries and pulled most departmental libraries together into the new building. A decentralized system will be forced to duplicate many books and periodicals, materials basic to any academic library as well as material on subjects which are periforal to the particular faculty where they are housed and more closely related to other faculties, The cost of the duplication of service, materials and housing will equal half of such a library's budget. If processing must be done separately in each library much of the cost of book acquisitions and cataloging will be duplicated in purchasing bibliographic material, working with small orders, and ordering some of the same materials being ordered elsewhere on the campus.

In the United States the academic department or faculty with its own library is often a relatively weak and old fashioned faculty, using out-moded ideas, and providing poorer library service than other faculties using the one central faculty and student library. Often such poor service is offered that few of their own majors use it, more of them being found in the central library. Professional reference service is seldom available fourteen hours a day in any departmental library. At the University of Tehran, for instance, most departmental libraries are poor, and it will cost a great deal to modernize them.

Often a large central library will maintain relatively long hours of opening, at least 14-16 hours per day, will have books in the student's major field, no matter what it is, useful for student papers and reports as well as course work, and will have books in all subject fields so the student can study all his course work subjects in one library instead of having

to move elsewhere to complete his home work. It will have expert library staff members to assist the student in finding material and answering questions, will have a large collection of recreational reading materials chosen to interest men and women students in developing lifetime reading habits, will have expert acquisitions and cataloging librarians able to acquire and index material so he can find it easily. Such a library will also have a variety of types of seating giving a choice of study facilities in small groups around a table, in an easy chair, or at an individual study carrel where his own materials may be stored safely in a private corner near the stacks holding the subject material in which he is interested. The student will be able to meet friends, faculty and colleagues from the entire university there since the central library is always a cohesive and unifying force in an institution where each faculty and department tends to act separately and independently.

The reference and circulation staff of the central library can be chosen and organized in such a way that each staff member is assigned a subject specialty or faculty for which he is primarily responsible, thereby obtaining some of the advantages of the departmental library system without suffering its disadvantages. Such a staff member can assist faculty members in selecting books for that subject area, do the subject cataloging in that area, and assist the faculty's students and faculty members in using the library successfully. Therefore, this staff member gains the subject, bibliographic, and service competance expected of a subject specialist librarian while being available for general university service also.

7. In solving its processing problem, it is probable that the University can take advantage of the opening of the Tehran Book Processing Centre under the Ministry of Science and Higher Education. The Centre is scheduled to be operational by the end of the Summer, 1968, and should be ready to accept orders from outside customers by the Spring, 1969. It plans to provide book selection, acquisitions, cataloging, classification, and preparation for the shelves services for material in all languages requested by Iranian libraries. The University should be able to secure these services at cost from this Centre and thereby both save money on its own processing staff and obtain skilled professional processing services.

8. An alternate to using TEBROC is to establish a small but similar processing center in the Jundi Shapur University Tehran Office. It should be located there because of the proximity to Iranian publishers, to air mail service abroad, and to the Department of Library Science. If all processing is to be done in this office, then equipment and bibliographic tools must be ordered, at least one

professional librarian must work full-time in the office, and he must have available at least one full-time clerk-typist for typing book orders, catalog cards, e The original TEBROC memorandum describes the type of staffing, equipment, supplies, and bibliographic tools needed to establish such a center on a minimum basis. As a first step in setting it up the books needed to run it--classification and cataloging books--should be purchased.

A final alternate method of solving the processing problem is to establish a model processing department in Ahwaz where all processing is done now. That is the solution assumed in the staffing portion of this report.

9. Orders should originate from the Tehran Office or else from faculty members in Ahwaz. An order card should be completed for each book, it should be searched in the union catalog to avoid duplication, a multiple copy order slip typed for it with copies (1) to the vendor, (2) to LC for cards, (3) to the on-order file, (4) to the vendor file, and (5) to the public catalog. After the book is received it may be paid for with UNESCO coupons, if a foreign book. Then it should be cataloged, classified, prepared for the shelves, and sent by truck or train to Ahwaz for use.

10. The Iran Foundation in New York can be useful in performing some acquisitions and cataloging work for American books. Duplicate orders with complete bibliographic information should be sent to New York where books and LC catalog cards can be collected, invoices paid, and the material sent to Tehran. This will save much time and many headaches for the Tehran Center. A clearly written agreement should specify the Foundation's exact duties, responsibility and authority, how the processing is to be carried out, by whom, and how financial arrangments will be cared for.

The British Council can be helpful in the acquisition and cataloging of material from the United Kingdom. Also the U.S. Book Exchange, Washington, D.C. can be helpful in acquiring files of periodical volumes; their prices are low and they are organized to help foreign libraries.

11. The book and serial collections should be cataloged and classified in conformance with the modern theory being followed in other leading Iranian libraries. For most Latin alphabet material, Library of Congress cards should be ordered from the Card Division, Washington, D.C. 20450, U.S.A. A request will bring a copy of the LC booklet which explains how to order the cards. For that Latin alphabet material for which LC cards are not available, cataloging should be done in the Library according to the new Anglo American Cataloging Code, available from the Publishing Department, American Library Association, 50 E. Huron Street, Chicago, Illinois, 60611, U.S.A. For Farsi material the adaptation of the Anglo-American Rules being prepared by the Central Library, University of

Tehran, should be used. The book collection should be analysed in detail and subject headings made for each title. Such detailed treatment will make the collection of maximum useful to patrons. The latest edition of the Library of Congress Subject Heading List should be used in subject cataloging. Also, suggested subject headings as well as suggested call numbers are printed on Library of Congress cards, another reason for obtaining them.

The Library of Congress classification should be used for all books, serials, and reports. It is being adopted widely by research libraries. The classification schedules may be purchased from the Library of Congress. Also, the Cut Sanborn tables should be used to provide author numbers. In general, government series should be kept together and the reports from individual countries shelved together by country. Fasi and Latin language material should be shelved together, not separated, to facilitate their use. Catalog cards for the two languages should be filed in separate trays, however.

12. The present book collection could be cataloged by placing a cataloger in each of the Ahwaz libraries for several months until the cataloging is completed and a card for each title is filed in the union catalog. Also, it is possible to hire two or three professional librarians to spend the summer in air-conditioned quarters in Ahwaz with several typists and thereby to catalog and prepare for the shelves the material there now.

13. A complete union catalog of holdings in all the JSU Ahwaz and Tehran libraries should be made by filing cards in alphabetical order in a catalog cabinet. This catalog should be duplicated in book form by computer and copies deposited in each Library unit and in each faculty members office and student dormitory. Each catalog card should be represented by a punched card and a print-out made in the Tehran IBM Computer Center. By photographic processes this print-out can then be printed into paper bound book form produced in multiple copies. The basic book catalog can be updated and supplemented each quarter and an up to date cumulative volume issued once each year thereafter. No public catalog or shelf list need be maintained in the separate libraries.

14. Unbound material in all libraries, including much of the present Farsi collections, should be bound in hard covers to lengthen their period of usefulness. In addition, all serial volumes should be bound, and a color schedule should be followed to separate the different serial titles.

15. The Director of Libraries must be kept informed about all University research interests and projects and about all plans for curricular changes. Since the Library must have material available on new subjects before it is called for, the Director must be alerted to new interests as soon as they develop. Therefore, he must be placed on routing lists and on committees where such ideas as new

departments, majors, and minors, are discussed.

16. Library membership in the Iranian Library Association, the Special Libraries Association and the American Library Association in the United States, and the Association for Special Libraries and Information Bureaux and the Library Association in the United Kingdom will bring in much helpful library science material and keep the staff abreast of new developments in these countries. In addition, the American Society of Information Scientists and the American Chemical Society Chemical Literature Division publish material useful to modern libraries.
17. In Tehran, the Faculty of Education has the best collection of library science material, including some material on the operation of university libraries which should be helpful to the Director. Modern concepts of university library service are explained in more detail in several of the courses offered by the Department of Library Science.
18. Visits should be made by the Director and several of the University administrators to superior university libraries in order to see good library policies in action. There is much to learn at the Pahlavi University Arts and Sciences Library and the Medical Library. The Abadan Technical College Library and certain University of Tehran departmental libraries, such as those at the Faculty of Education, Centre for International Affairs, and Public Health Institute are worth visiting.
19. In order to facilitate his activities the Director of Libraries should report to Chanceller Mehra directly. Regular conferences should be held between the two to describe and assess current progress and to reach decisions on controversial matters. Regular written monthly and annual reports should be prepared for Dr. Mehra. They should describe, analyse, and summarize the Library's activities. These reports should be distributed to other university libraries in Iran and the Middle East, also.

Quarters, Equipment, and Supplies

1. Quarters will be discussed separately for each of the existing and planned libraries:
   a. When financial support is available, the University should construct a building in which to house all of its library books, employees, and services. This should be an independent structure large enough to seat 25% of the student body and faculty ten years after it is built, to hold the 50 volumes needed per student, and to house the library staff needed then at the rate of one professional or typist staff member per 100 students. These are smaller than American ratios since they are adapted to Iranian conditions. Thus, when enrollment reaches 3000 students, perhaps in five years, the University Library should be able to seat 750 users at once, should have 30 full-time professional and typist staff

members, and will need 150,000 volumes.

Building square meter ratios should be as follows: 2.5 square meters per se reader, 10 square meters per staff member, and 100 shelved volumes per sq meter. To all of this should be added 40% for hallways, storage areas, rest rooms, maintenance areas, and walls. This building should be located at the center of the campus or at the point where there is the greatest amount of student and faculty traffic each day. To increase use, it should be an open stack building with exit control and a variety of kinds of seating facilities; seats and book areas should be interspersed. Further consulting on this building can be expected from future Fulbright Grantee Librarians in cooperation with the Director of Libraries. The opening of a new and attractive central library can be expected to greatly increase library use, circulation, reference and service demands.

b. The new General Education Center Library is coming along well and the undersigned has had three conferences to discuss the plans with the architect. In conformity with modern library architecture ideas many recomendations have already been made. This library should be supplemented with (1) an office for the Director across the hall, (2) a processing workroom, (3) a music listening room, and (4) an audiovisual storage room, work room and preview room. To meet modern library architecture standards, the reading room shou be lighted with each table top having 70 footcandles of light. Sound proofing will be needed in ceiling and walls. Flooring and furniture should be dark, but bright colors should be used on table tops, lamp shades, counter tops, and stack end panels. Lighting should be flouresceent suspended from a dropped ceiling. Shelves should be easily adjustable to 15-20 different levels in each meter of height. Several single study carrels should be wired with both audio and video connections to the audio-visual center so dial access can be obtained from the carrel to tape recorded lectures, music compositions, films, and filmstrips assigned for student study.

This library should be the headquarters of the library system until the central library is built. It should serve the Teachers Training Faculty and Faculty of Arts and Science students and faculty members as well as other students.

c. As it is being built, the undersigned expects to consult further on its plans. Telephonic communication should be available to all departmental libraries.

c. The present Agriculture Faculty Library quarters of 175 square meters in a small separate building appear to be barely adequate for reader and staff space,

but the stack area is inadequate. Shelving space is needed now for 35,000 volumes, about 350 shelving sections. All of the university's agricultural material should be shelved here, not in other locations. This should be operated as an open shelf library with a reading room. Better new periodical issue display facilities are needed.

d. The present Medical Library quarters of 25 square meters must be expanded greatly. This Library has no reading room space and very inadequate shelf and staff space. It should be moved to the new central library when that building is completed. Temporarily it should be moved to a central area in the Medical Faculty with at least 600 square meters of space for 100 readers, 30,000 books and five staff members. It should be operated as an open shelf library with several kinds of seating.

e. The new faculties and departments planned for the University should use the library facilities in the General Education Center until the new central library is built, but since the General Education Center Library will be crowded when it is opened, the new central library should be built as soon as possible.

2. To improve storage facilities and service, several library equipment items should be purchased soon. They should be used primarily in the General Education Center Library, but should be transferrable to the new central library. The present department libraries should receive some new equpment, also, as indicated below.

a. Four vertical file cases are needed with provision for taking hanging folders to hold correspondence, reports, and pamphlets, one to be sent to the Agriculture Library.

b. An electric typewriter is needed on which to type library correspondence neatly for the Director and other staff members.

c. A large globe should be purchased for reference use and placed on top of the General Education Center Library card catalog.

d. One microfilm reader and one microfilm storage cabinet should be purchased through the Tehran 3M distributor and placed in a General Education Center Library reading room corner.

e. A photocopy machine which will duplicate pages from bound volumes should be purchased and made freely available to staff and faculty members wishing to duplicate library material. Such a free service will cost relatively little, provide what is usually a very popular service, and save staff and operator time.

f. Kardex cards and cabinet are needed in the workroom in which to keep records of serials, government series, and bindery information. They can be purchased from the Tehran Remington Rand dealer, Offisco.

g. A total of six mobile book trucks are needed on which to move material from room to room and to hold material being cataloged in the General Education Center and in the departmental libraries.

h. Three special periodical index tables with dividers should be provided for the General Education Center Library reading room.

i. Wall bulletin boards should be purchased for public notices in each library reading room and for staff notices in the workroom.

j. Several rugs should cover the reading floor in each library to improve sound proofing and increase the rooms' beauty.

k. Both the General Education Center Library reading room and the Agriculture Library should have hanging newspaper display backs.

l. A storage cabinet should be purchased to hold library supplies in the workroom.

m. Several free-standing racks for displaying new books should be purchased and installed ~~in the hallway~~ near the outside door of each library.

n. Ten wooden periodical display cases should be placed in the General Education Center Library.

o. An atlas case, a dictionary stand, and a map case should be purchased.

p. Coat racks should be available for the users in each library.

3. Modern education techniques call for a variety of texts and a variety of teaching media. The Library should be the primary campus audio-visual center and should add several kinds of audio-visual services to its list of book and periodical services for students and faculty members. 16 millimeter film, 35 mm. filmstrip projectors, phonograph, tape recorder, opaque projector, overhead projector, radio and television sets, racks for holding equipment and film must be provided. Also, films, filmstrips, tape, records, and transparencies will be needed. The Library should buy and repair these machines and have a crew of student assistants to run them in classrooms for showings.

4. The following supply items should be purchased primarily for the General Education Center Library, but distributed partially to the other libraries, also. Many of these items, like many of the equipment items above, can be purchased from local stationary and furniture stores, from local carpenters or from the Tehran Remington Rand distributor , Offisco. Pictures of them can be found in American library supply and equipment company catalogs available at the Department of Library Science, and all items can be purchased from those companies, also.

a. Three circulation charge trays with date due guide cards to hold charge cards.

b. 3000 multiple copy book order forms.

c. 3000 order cards with space for bibliographic information which can also be

used as shelf list records, also.

d. Alphabetical dividers for the union catalog, a set each in English and Farsi.

e. Book spine marking equipment.

f. 200 metal book supports painted black.

g. 5000 plastic book jackets.

h. A dater stamp for use in circulation.

i. An electric eraser.

j. A book mending kit including a large bottle of plastic adhesive.

k. 3000 blank white 3" x 5" catalog cards on which to do original cataloging.

l. Shipping labels and inter-library loan request froms, 100 each.

m. Instruction posters on how to use the card catalog, and how to find books, two each.

n. 100 pamphlet storage boxes. Pamphlet collections should be housed in vertical file cases or in pamphlet boxes as in the Agriculture Library. They should be arranged by subject and there should be an entry in the card catalog for each subject box.

o. Counter height shelves should be built below and behind the circulation desk on which to shelve reserve books.

Service

1. The libraries should be aggressive, imaginative, and resourceful in seeking to identify student and faculty information needs, discover types of information available to satisfy them, obtain the most useful material, and get it used. All books should be on open shelves to encourage browsing and use since in European and American libraries that is one of the most popular methods used by patrons to find useful material. All students and faculty members should be permitted to use directly the present stack areas in the Agricultural and Medical Libraries.
2. The libraries should have liberal lending policies to encourage heavy use. All material should be circulated outside the building for at least two weeks. No fee should be expected from the student or faculty member. After the student has been identified, his identification card should be returned to him, not kept on file. Each Faculty Library should be open 80 hours a week and professional reference service should be available at a special desk in each reading room during most of those hours.
3. Jundi Shapur University should develop a modern approach to education in which there is considerable dependence on independent student work, especially on a variety of authorities in each course. The dependence on the sterile, one dimensional textbook or on the professors biased lectures provide only a narrow and uncritical education, and fail to stimulate the student's imagination and thinking.

in the modern university there must be exercises in which the student is asked to pull together knowledge from many sources, since the combination of data from several experiences is often necessary in any decision-making leadership position. This necessitates large collections of material from which the student can draw. For a class assigned to write term papers on Winston Churchill, for instance, each of 30 students might need 25 separate books and periodical articles requiring a total of 750 pieces of material for one assignment on one man. Also, library materials are needed in sufficient variety and currency to keep faculty members in all departments up to date with research findings and their popularizations from both eastern and western worlds.

4. University faculty members must be instructed about the philosophy of modern library service and the advantages of working closely with the Director in developing courses, thereby integrating the Library with the curriculum and bringing all possible Library resources into consideration when developing course plans. The Director should hold regular formal orientation sessions for new faculty members to introduce them to the Library's services. Each faculty member should be encouraged to schedule a conference with him each semester to discuss Library materials available for use in courses. In addition, a leaflet should be prepared for distribution to faculty and students which describes the Library's collections and lists its services.

5. The Director should establish a sequence of orientation sessions for new students so they will feel at home in the library and be able to use it easily. At each class level in each Faculty students should receive some formal instruction in library use. At the freshman level, for instance, this should include a library tour and lecture plus a written exercise on its use. Such a session for a specific department might have a program selected from the following: (a) Introduction of library staff members, (b) display of new books and periodicals in the department's subject field, (c) description of examples of good library use in classwork by an instructor, (d) advatages to the instructor of using library books and periodicals, (e) demonstration of ways in which audio-visual material can be used in class, (f) tour of the library's book collection in the department's subject field, (g) discussion and review of several useful books in that subject field, (h) description of how to learn about new and useful materials and how to order them, (i) discussion and demonstration of library services available to faculty members and students, (j) question period, and (k) tea and biscuits.

6. The Director should be available to serve as the bibliographic member of University research teams and curricular committees. He should be helpful to them in viewing their assignments in the proper perspective, in identifying

facts about their tasks, in determining recent international trends and patterns, and in predicting future developments. As the faculty grows in size, more formal procedures will be needed for providing them with good literature service, and the Director should be alert to these needs.

7. A bulletin for all kinds of new material received in the Library system should be published each month with an abstract for each item. A copy should be sent to each faculty and staff member who should be encouraged to request a photocopy of any material needed. This bulletin should also be sent to other university libraries in Iran and the Middle East.

8. As an added service, scanning or current contents service should be provided within the next two years for each Faculty. Photocopies of the contents pages of the 100 leading periodicals in the Faculty's field should be bound together into sets and distributed to faculty members so they can scan these photocopies and pick out the papers they wish to read. Also, alerting service should be provided to faculty members. Each one of them may register his specific subject interests with the Circulation and Reference Librarian who will then send him regularly a bibliography of recent library material on that subject.

9. Books should be loaned freely between the departmental libraries of the system as requests are made for them on various campuses. A delivery truck making regular daily rounds of University buildings with mail and other deliveries should carry both requests and books. Circulation, reference and research service should be provided for industry and government agencies throughout the province. also.

10. Inter-library loan relationships should be established with leading university libraries in this country and abroad to increase the availability of material for faculty research use. These relationship will be satisfactory only when each library is willing to send material to other libraries for faculty use as well as to receive material for this purpose. Particularly, the Abadan Technical College Library and the University of Tehran libraries should be helpful in loaning useful material to Jundi Shapur. The Ahwaz Public Library can be useful to students if close cooperative relationships are established with it.

11. Library education at Jundi Shapur University has been covered well in Miss Lohrer's report. At the present time the problem is the amount of demand for persons at the technician level. When enough libraries exist to provide positions for library technicians, such an educational program should be started.

12. The Director of Libraries should work closely with the College Guidance and Placement Offices to see that up-to-date career guidance material is available in all fields. Particularly in librarianship, the Director should provide recent information and should interview students interested in this field.

13. A selected collection of recreational reading books and periodicals plus a few basic reference titles should be established in a bookcase especially built for that purpose in the men's dormitory. The recreational titles should be changed once a month and their use added to circulation statistics.

14. The General Education Centre Library should have a collection of at least 200 phonograph records of Iranian and Western popular and classical music which should be charged out for two weeks to students and faculty members for home use. They should be on display when in the Library.

15. Also, the General Education Center Library should have a collection of reproductions of paintings, Iranian and Western, and some from Khuzistan Province, which should be circulated to students and faculty members for two to four weeks at a time for home use. This can be part of the Library's cultural enrichment effort which might well include public programs such as poetry readings, visiting lecturers, chamber music and concerts.

Personnel and Finance

1. The Library staff must be selected carefully in order to obtain dynamic, intelligent, imaginative and hardworking persons. Sixteen full-time and several part-time positions should be established, full-time positions for professional librarians and nine for clerk-typists. The present five Library clerks working in Agriculture and Medicine seem to be capable of filling certain of the clerk-typist positions. There are no professional librarians in the system now. Custodions and tea servers must be added to these figures.

2. Suggested Jundi Shapour University Library ~~Organization Chart with~~ Job Descriptions Suitable for Development 1968-73.

1. Director of Libraries and General Education Center Librarian

a) Education	Masters degree in Library Science
b) Experience	At least three years of professional library experience, preferably as head of another library.
c) Duties	Coordinates and administers entire library system, plans future developments, establishes policies, reports to the Chancelor regularly, designs new quarters, recruits, selects and trains new staff members, prepares budgets, holds staff meetings, represents the library at Faculty Library Committee and other meetings. Most duties performed in close cooperation with library department heads. Directly supervise General Education Center Library. Also should direct the Library system's reorganization, live in Ahwaz, administer the budget, plan, organize and carry out new projects, develop all services, and serve as liason and public relations officer between the Library and the faculty administration.
d) Rank	Should hold faculty rank as an Associate or full Professor and should be considered the equal of a Dean or at least a Department Head.

2. U.S. Peace Corps Volunteer Librarian Consultant

a) Education — Masters degree in Library Science

b) Duties — Serves as advisor on various aspects of library planning development. Utilizes background of modern library procedures in helping Director establish and carry out policies. He should be used wherever most needed, taking into consideration current staff shortages. May attend Faculty Library Committee meetings. A temporary position, necessary only in the initial stages of University Library development.

3. Secretary

a) Education — Bachelors degree. Should be able to type Persian and English and speak both languages well.

b) Experience — Five years of secretarial experience.

c) Duties — Types all memos and letters for the Director. Serves as receptionist in answering telephone and greeting visitors in person. Should take minutes in Faculty Library Committee and staff meetings, and can assist in scheduling and preparation in the audio-visual center. May serve as interpreter for foreign visitors. Organizes meetings for Director, carries out special administrative projects and studies for him.

4. Acquisitions Librarian

a) Education — Bachelors or Masters degree in Library Science

b) Experience — At least one year of professional library experience.

c) Duties — Works with Director and faculty to develop acquisitions policies for books and serials for the entire Library system. Develops an integrated set of procedures to carry out these policies. Considerable understanding must be developed about the publishing world in many countries and about individual book and serial publishers. Skill in working with the faculty in material selection and in chosing the jobber or supplier who will give the best and cheapest service. Supervise checking in of serials, preparation for binding, mending. Selects books and materials for General Education Center Library in close cooperation with Director and faculty.

d) Rank — Should have faculty rank and privileges of Instructor or Assistant Professor.

5. Acquisition Typist

a) Education — High school diploma. Must be a capable bilingual typist. Types orders, letters connected with ordering and receiving book, serial, audio-visual, and pamphlet material. Will also carry out much of this processing, checking book against order, invoice, etc. May also check in serials each day, prepare them for binding, etc. Checks gift and exchange lists, searches for full author, title, corresponds with publishers.

6. Catalog Librarian

a) Education — Bachelors or Masters degree in Library Science

b) Experience — One year of professional library experience

c) Duties — In cooperation with Director, establishes policies for cataloging and classification for the entire library system. Establishes sets of procedures to carry out these policies. All books

for the entire system must pass through his hands for pr tion of catalog cards and assignment of call numbers. Fa arity with international cataloging, classification, and fil rules required. Ability to edit cards, revise cataloging, intain shelf list, check filing in public catalog and other f

d) Rank — Should have faculty rank and privileges of Instructor or A tant Professor.

7. Catalog Typist

a) Education — High school diploma required. Must be an accurate biling typist.

b) Duties — Types catalog cards with exact spacing. Searches for LC numbers, files cards, types correspondence with Library Congress, types book pockets and pastes them in books, s mps books, pastes in date due slips, etc. Pulls cards fro catalog for recataloging.

8. Reference and Circulation Librarian

a) Education — Bachelors or Masters degree in Library Science

b) Experience — At least one year of professional library experience.

c) Duties — Establishes circulation and reference policies for the entir library system in cooperation with the Director. Works out procedures to carry out these policies successfully. Must supervise General Education Center circulation desk, shelv and page service. Answers reference questions, prepares bibliographies for faculty members, helps them with their course work, book selection, sees that books are put on res rve for courses, secures interlibrary loans for faculty and students, help students with outside reading and long paper assignments. Should maintain close relationships with the Teachers Training and Arts and Sciences Faculties adminis tration, faculty, and students in order to provide personal s vice for them. He should supervise all book selection in edu cation, arts and sciences and in reference work.

d) Rank — Faculty rank as Instructor or Assistant Professor.

9. Reference and Circulation Typist

a) Education — High school diploma with accurate bilingual typing ability.

b) Duties — Types charge cards, book prockets, book plates, pastes in date-due slips, puts numbers on spines, attaches plastic jackets to books, types memos and correspondence for circu lation and reference, i.e. overdue notices, reserve notices, bibliographies, reserve charge cards, procedure manual, book selection lists, and order cards.

10. Circulation Clerk

a) Education — High school diploma plus good bilingual reading ability.

b) Duties — The circulation desk must be open about 80 hours a week. Thi person must spend all his time there. The job consists of charging out books, discharging returned books, putting books on reserve, referring questions to the reference librarian, and assisting the department head in several ways.

11. Part-time Circulation Student Assistants

a) Duties — Usually these are students paid a modest hourly rate to d clerical work. They can shelve books, secure them for patrons, assist at the circulation desk, do shelf-reading.

12. Faculty of Medicine Librarian

a) Education — Bachelars or Masters degree in library science, preferal with some background in biology, medicine or medical lib ies.

b) Duties — Supervises all services and personnel in the medical libra Selects books and periodicals in cooperation with the facul researches reference questions, prepares bibliographies, abstracts and translates important articles for faculty. Co perates with professionals at the General Education Cente Library in cataloging and acquiring materials for the colle ion. Should supervise administration, and circulation.

c) Rank — Instructor or Assistant Professor.

13. Medical Library Typist

a) Education — High school diploma with good bilingual typing ability.

d) Duties — Types all memos and correspondence for Medical Librarian charge cards, bibliographies, order cards, etc.

14. Medical Library Circulation Clerk

a) Education — High school diploma with good bilingual reading ability.

b) Duties — Supervises circulation desk, processes new books, prepare books for shelving, files and checks students work, assigns daily tasks to student assistants.

15. Medical Library Student Assistants

Duties — Shelve books, secure them for patrons, do shelf reading, fi man circulation desk in absence of Circulation Clerk.

16. Faculty of Agriculture Librarian

a) Education — Bachelors or Masters degree in Library Science, preferably with some background in agriculture or agricultural librarie

d) Duties — Supervises all services and personnel in the Agriculture Lib rary. Selects books and periodicals in cooperation with facul researches reference questions, prepares bibliographies, ab stracts and translates important articles for the faculty. Coo perates with professional staff at the General Education Cen- ter Library in cataloging and acquiring materials for the coll ection. Should supervise administration, and circulation.

c) Rank — Instructor or Assistant Professor.

17. Agricultural Library Typist

(See No. 13 above)

18. Agricultural Library Circulation Clerk

(See No. 14 above)

19. Agricultural Library Student Assistants

(See No. 15 above)

3. Student assistants can be hired at standard University pay rates to work 10-20 hours per week doing clerical and typing tasks, providing audio-visual service

and assisting in liason with the student body. This provides them with an edu tional experience, also.

4. All staff members should be full-time employees working forty hours per wee The salaries paid to the professionals should be at the faculty level. This staf allocation assumes that each position will be filled by a worker rather than a "watcher". If the quality of personnel is poor, then the personnel complement should be tripled. Internship for Library clerks may be arranged with the USI Library or the Iranian Documentation Centre where they can learn modern libr techniques. Perhaps the Librarian at the Abadan Technical College or else the wife of an Abadan or Ahwaz foreign refinery professional staff member could be hired to work part-time or during the summer for the Library.
5. Professional staff members can obtain library education from the Department of Library Science, University of Tehran or Tabriz University. Three other methods of finding staff members involve identifying potential employees from among (1) promising English majors in the senior class, (2) those men who recently completed their military service, or (3) junior level faculty members. They should be put to work for a few months in one of the Ahwaz libraries, then sent with salary and contract to return, to Tehran for study at the University of Tehran, Department of Library Science for their Masters degrees. While studying they can also work part-time at the Tehran Book Processing Centre or the Iranian Documentation Centre.
6. After the new central library is opened, additional staff members should be hired as service is improved, library use increases, and better budgets for materials become available.
7. To function properly, the Library should be given a separate budget allocation covering all of its financial needs and the Director should have control over it. Normally the Library should receive 5% of the University's educational expenditures each year, though this may be inadequate in early development years.
8. Budget figures can be suggested for the Library system. Since the Library is so weak in material, it must spend more than the expected amounts in order to catch up. The annual book budget should be established at 3,000,000 Rials ($40000) and increased with the rise in material costs (5% per year in the United States) and the demand for material. Such an increase will also result in the need for more staff in the processing center.

   The annual budget for documents and reports should be 40,000 ($530) Rials and for periodicals 3,750,000 Rials ($50000). After the purchases of the supplies and equipment listed above, the annual equipment budget should be 150,000 Rials ($2000) and after the inital catalog build-up, the annual supply budget (including Library of Congress cards) should be 150,000 Rials ($2000). Binding

will cost 80,000 Rials ($1200) per year. All personnel costs must be added to these figures.

It is assumed that the Library will grow into this level of financing by starting at one fourth of these figures and reaching them after four more years. Certainly staff build up will take this long to achieve.

Materials

1. The concept of custodianship now prominent in Iranian governmental thinking regarding libraries is obsolete and handicaps proper development. In the most successful western libraries there is considerable loss of material (often 1%-5% per year) due to heavy use, wearing out, inadvertant mislaying, damage and occasional thievery of useful material. It is a natural concomitant of the heavy use of many materials by busy and sometimes careless people. If the obsolete Iranian concept of custodianship is applied to this Library system it will seriously handicap success. Material in heavy demand can be safe-guarded by being placed on reserve. Of course, exit controls should be used wherever appropriate, also.
2. A book selection policy statement must be written to show the emphasis which should be given each University subject field and type of material. This detailed statement should have faculty and administration approval and must indicate the depth of the collection sought in each Library subject field. The University's curricula should be the primary guide in developing this statement. No doubt the Library should collect materials extensively in most divisions of medicine, agriculture, and education, and the new practical arts curricular fields soon to be introduced. However, in other subject fields in which there is little or no course work, purchases should provide only a basic collection of a few thousand books and periodicals and other libraries depended on for the research material needed occasionally. Book selection should take into consideration other collections of material available to Jundi Shapur University in Ahwaz, Abadan, and Tehran. Each book, periodical, pamphlet, film and report collection should reflect the unique teaching and research interests of its particular department.
3. All collections of printed material owned by the University should be cataloged and administered by the Library in order to increase operational efficiency and coordinate library service under one head. All material should be located presently in one of the Faculty libraries to be more readily available to the entire organization and to avoid loss. After the new central library is completed, all material and staff should be moved there except small laboratory collections of 100-300 volumes needed for immediate reference use in the Teachers Training Faculty, Agricultural Faculty and Medical Faculty. At the present time Agriculture has about 8000 volumes and Medicine 5000 volumes.

4. To support its curriculum, the Library needs a much larger book collection. At least 75,000 recent and useable volumes are needed to provide the proper variety of material ~~needed~~ for modern course work. This figure must be enlarged when graduate work and additional majors are added. Some duplication will be needed of material put in reserve, perhaps one copy for every ten students in the class, to provide material in quantity sufficient for all students to read a particular assignment.
5. Faculty, students, and administration members should be encouraged to suggest material for purchase and should be given order forms on which to write orders. However, book selection is primarily a Library responsibility since faculty members are seldom well acquainted with the new literature in their fields. The Director of Libraries should be the only person on campus with authority to approve invoices for books, periodicals, and pamphlets.
6. Each of the present libraries should focus its attention and its book collection on the subject field covered by its Faculty and should send material in other subject fields, such as English language fiction, to the General Education Center Library. At the present time, each of these libraries is attempting to become self sufficient and is dispersing its efforts too widely. Primary responsibility for providing medical or agricultural library service is difficult enough to carry out without the distractions of other subject areas. Trying to provide universal service in all fields merely weakens the central service offered. This may demonstrate the overlapping subject interests of the Faculties and their libraries and provide an argument for a central library.
7. Once a year, the Director, in consultation with faculty members, should weed out of the collection that material no longer useful, out of scope, or duplicated. Once every other year a complete inventory should be taken of Library holdings thru use of the shelf list and the circulation file.
8. The administrative procedure should be established whereby three copies of every University publication are deposited automatically in the Library. Abadan Technical College, Khuzestan Water and Power Company, and Khuzestan provicial government publications should be deposited in the same way.
9. By form letters, requests for gift material should be sent out regularly to government, university, and commercial agencies all over the world. Much useful material can be obtained free thru gifts and exchanges. Copies of university theses and announcements and government document publications can be used for exchanges with other universities.
10. The microfilm editions of many periodical titles should be purchased to save storage space and bindery cost and to purchase retrospective files more cheaply.

Eventually much of the Library's periodical holdings will be on microfilm. University Microfilms, N. Zeeb Road, Ann Arbor, Michigan, USA, is the best source for this material.

11. For most reports and documents it will be necessary to order direct from the publisher, but the following book and serial jobbers will also be useful:
    a. Frederick Abel and Company, Portland Oregon, for USA and Canada.
    b. Stechert-Hafner Company, 16 rue de Conde, Paris 6, France, for European material.
    c. Blackwells, Broad Street, Oxford, England, for British books and serials.
    d. Khayat Book and Publishing Company, SAL, 92 Bliss Street, Beirut, Lebanon, for Middle Eastern materials.
    e. For all Farsi language materials, purchase thru Tahoori Bookseller, Shahabad Avenue, or thru Amirkabir Booksellers, Shahreza Avenue, Tehran.
    f. Iranian Amalgamated Distribution Agency, Tehran, for non-governmental foreign serials.

12. The Library should subscribe to or purchase the following bibliographies, indexes, and reference sources:
    a. Choice, Books for College Libraries, published by the American Library Association, 50 E. Huron Street, Chicago, Illinois 60611, will be valuable in helping to select current American books. In addition, Choice has published a useful list of titles highly recommended for college libraries.
    b. The Libray may also use the University of California Library buying list of 50,000 volumes for college libraries edited by Melvin Voight and obtainable from the American Library Association.
    c. National Library Accession List, Tehran.
    d. Book Society Bibliography, Tehran.
    e. Index Medicus, National Library of Medicine, Bethesda, Maryland, a current bibliography.
    f. Books in Print, R.R. Bowker Co. 1180 Avenue of the Americas, New York.
    g. Cumulative Book Index, H.W. Wilson Company, 950 University Avenue, New York, N.Y. covering USA, Canada, and the United Kingdom.
    h. Readers Guide to Periodical Literature H. W. Wilson Company, 950 University Avenue, New York.
    i. Education Index, N.Y., H.W. Wilson Co.
    j. Bibliography of Agriculture, National Agricultural Library, Beltsville, Md., a book bibliography.
    k. Biology and Agriculture Index, H.W. Wilson Co. New York, a serial bibliography.

l. British National Bibliography, British Museum, London, U.K.

m. La Bibliographie Nationale, Paris, Cercle de la Librarie Francaise.

n. Dictionaries for Farsi and English, French, German, Russian, Arabic and other languages.

o. Atlases for each major country.

13. A selection should be made by the Director and the faculty from Winchell, Constance, Guide to Reference Books, American Library Association, of the 300-500 most useful reference titles for each departmental library, and they should be purchased immediately.

14. A selection should be made by the Director and the faculty from Ulrich, C., International Periodicals Directory, R.R. Bowker Company, New York, 1180 Avenue of the Americas, of the 2000 most useful periodicals and periodical indexes in all fields, and they should be ordered immediately particularly those in the indexes listed in 12-above which are the University's primary areas of interest. Newspaper subscriptions should be available for all newspapers in the province, for newspapers from Tehran, London, Paris, New Delhi, and New York.

Many of this report's recommendations should be carried out by the end of 1969, and the remainder in the next four years. In each section above, those recommendations listed first should be carried out first. After this report has been read and studied, the undersigned will be willing to attend a conference with Dr. Mehra to clarify and discuss it. The report can be translated into Farsi if that is desirable. Also, if requested six months hence, the Library's progress toward the goals described can be studied.

This report has been prepared as a public service to the Jundi Shapur University by the U.S. Fulbright Commission in Iran and the Department of Library Science, Faculty of Education, University of Tehran. If these organizations can be of further service, please call on them.

Sincerely,

John F. Harvey
Chairman